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# PRIORITY

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DDA/MS  
P84-00933R000500140014-9

*subly.*  
*File CRAFT*

Date **24 JAN 1980**

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*RJ*

**REMARKS**

Don --

I wasn't aware that you and Bill and Bruce Johnson had discussed this subject (CRAFT) until after I put this paper together. In discussing this paper with Bill Hart, it appears as though it may still be relevant to a discussion that I expect will occur in staff meeting this morning. I therefore would recommend that, time permitting, you glance at this before your staff meeting this morning.

[Redacted Signature]

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Terry

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S E C R E T

24 January 1980

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MEMORANDUM FOR: Deputy Director for Administration  
FROM: [REDACTED]  
Chief, Management Staff/DDA  
SUBJECT: CRAFT Acceleration Plan(s)

Don:

1. Carol and I have done a brief review of the draft CRAFT acceleration proposal. The purpose of this memo is to give you a feel for the types of concerns we share and, where appropriate, the degree of our concern. We have not attempted to address technical deficiencies with the proposal; OC, ODP, OS and others are in the process of doing this for you. Rather, we have tried to look at the paper from a more conceptual viewpoint. There are both technical and management deficiencies with the proposal and we will attempt to highlight for you some of the latter. (S)

2. The overriding thrust of the DDO proposal is to "...reduce and convert field files to storage and processing media that can be destroyed (and later reconstituted) with minimum time and effort..." and do so as quickly as possible. The proposal suggests that this can best be accomplished through the use of stand-alone intelligent terminals and, where appropriate, minicomputers. The DDO paper goes on to state, at the top of page 2, that: "Immediate steps should, however, be supportive of long-term objectives."

The long-term objectives are characterized, at the top of page 34, as the maximization of data processing capacity made available to field stations while at the same time providing the most protection possible for the computerized data files (in other words, locate the computer files in the U.S.A. and make them accessible by all stations over high capacity, highly reliable communications links). The trick, as OC, ODP, OS and others will no doubt tell you, is to satisfy your short term requirement(s) in such a way that you can use all or most of your initial capital investment in solving the longer-term requirement(s). Said another way, we seriously question that the short and long-term solutions can be developed in parallel.

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3. On the surface of the proposal, all of the concerns that you and [REDACTED] expressed to John McMahon in your memorandum of 7 January 1980 are still evident. An admittedly brief review of this proposal does not suggest that the in-depth, integrated DDO/DDA office level planning that is so necessary to an undertaking of this magnitude has been accomplished or that a project management mechanism is in place that will facilitate such planning--short term as well as longer terms. Bill

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[REDACTED] would probably agree with the suggestion that insufficient joint DDO/DDA planning went into the preparation of the acceleration proposal because as he says in his transmittal note to you:

"It is prepared in the spirit that someone must put something on the table first to be talked about."

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It seems to me that that we and the DDO now have at least a starting point for joint, in-depth planning that can start right at the requirements analysis point. If Bill [REDACTED] and John McMahon will agree that an integrated, intedirectorate project management approach to the DDO requirements is the only way to go, then we haven't lost anything other than some valuable time. If that agreement is not immediately forthcoming, however, we really do have, in my opinion, a serious problem. (S)

4. The DDO is still, to the best of my knowledge, planning to discuss CRAFT at a 6 February EXCOM session, and all visible DDO activity still seems to be driving towards that event. I don't think that the EXCOM can do anything at this point without at least an agreement in principle between you and John McMahon on the management approach to CRAFT. The value of any of the elements of the proposal (i.e., schedule, costs, technical solutions) that might be discussed at an EXCOM session are so fragile and subjective at this point that they could not (or at least should not) be used to arrive at any meaningful decisions. Even the most fundamentally grounded portion of the DDO proposal--the requirements statement (pages 3 through 6)--is very superficial and unanalyzed at any significant level. A much more rigorous requirements definition effort must be conducted by the DDO before either IMS or our offices can seriously begin the analysis of these requirements. This detailed analysis must precede the development of solutions. Because this has not yet happened, all of the discussion about technical solutions, costs, schedules, and the like is premature and has the potential to be very misleading. (S)

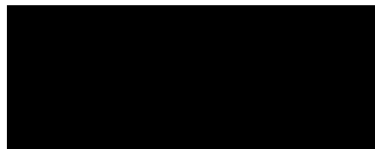
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5. I guess what I am suggesting is that you and John McMahon should agree to delay EXCOM discussion of CRAFT until our offices and IMS can agree on where in the project development process we really are. IMS, I'm afraid, thinks that they are ready to implement and we think they have yet to adequately state their requirements. John should understand the risk he runs in letting EXCOM principals and their staffs critique the draft in its present condition. (S)

6. We are available to discuss this with you at your convenience.



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